

# U. S. Army Soldier Support Institute



**Reception, Replacement, Return-to-Duty,  
Rest and Recuperation, Redeployment (R5)  
Operations**



# R5 OPERATIONS MANAGEMENT MISSION

R5 operations manages or administers the HR support activities of tracking and coordinating the movement of Soldiers into, through, or out of a theater during reception, replacement, return-to-duty, rest and recuperation, and redeployment operations. Activities include the personnel accountability of transiting Soldiers; planning, coordinating and executing R5 activities and centers to process transiting Soldiers; maintaining personnel accountability throughout, from designated points of origin (APOD/APOE) to final destination; and coordinating critical life support requirements while in transit as determined by METT-TC.

## *Historical Perspective*

### **Operation Iraqi Freedom Lesson Learned**

**Observation:** Theater R5 operations encompass much more than just RSOI, PASR and Title X functions for Soldiers entering or exiting the AOR. The complexities and realities of Joint, Coalition, interagency and contractor personnel operations require HR managers to train and maintain proficiency on these unique R5 TTPs.

ACofS, G1, III Corps

# AGENDA

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- Principles of R5 Operations Management
- R5 Critical Requirements
- R5 Structure
  - Theater Gateway R5 Center
  - HR Company (R5-C)
  - R5 Platoon
- R5 Rules of Allocation
- R5 Flow in a Deployed Theater
- R5 Operations Management Responsibilities
- Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks
- Theater Gateway R5 Center (Inbound, Outbound, APOE/APOD)

# Principles of R5 Operations Management (1 of 2)

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- **Reception** is the initial support, coordination, and management provided at the port of debarkation (APOD/SPOD) as part of the RSOI process. It includes the physical reception and accountability of all forces entering the AOR.
- **Replacement** Operations include:
  - Individual Replacements
  - Casualty Shelf Replacements (if required)
  - Filler Shelf Replacements
  - Non-unit Related Personnel
  - Unit Replacements

# Principles of R5 Operations Management (2 of 2)

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- **Return to Duty** – R5 units serve as the conduit for Soldiers and civilians returning to duty from hospitals
- **Rest and Recuperation** – Rest and Recuperation (R&R) is a program that provides Soldiers and units an opportunity to rest and recuperate at a secure location within the operational area
- **Redeployment** – Redeployment operations manage the personnel flow from theater to home station

# **R5 Critical Requirements**

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## **Soldier Readiness Processing (SRP)**

- Commanders/CRCs ensure Soldiers and civilians meet all deployment processing requirement standards set by Army G-1.
- Anticipate spikes of 10% - 15% non-available Soldiers as actual deployment date draws nearer.

## **PASR**

- R5 units report arrivals and departures to the senior personnel unit in the AOR.
- R5 units must be prepared to manually enter individuals into the theater database without a CAC for automated swiping at APOD.

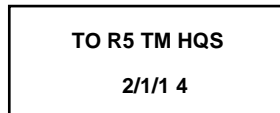
## **Logistical Support**

- Transportation and equipment support are critical to R5 operations.
- R5 units are not staffed to exclusively perform these log functions.

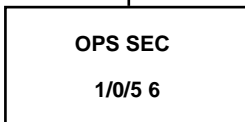
# THEATER GATEWAY (TG) R5 CENTER SUSTAINMENT BDE w/THEATER OPS MISSION

## THEATER GATEWAY (TG) R5 TEAM

3/1/6 10

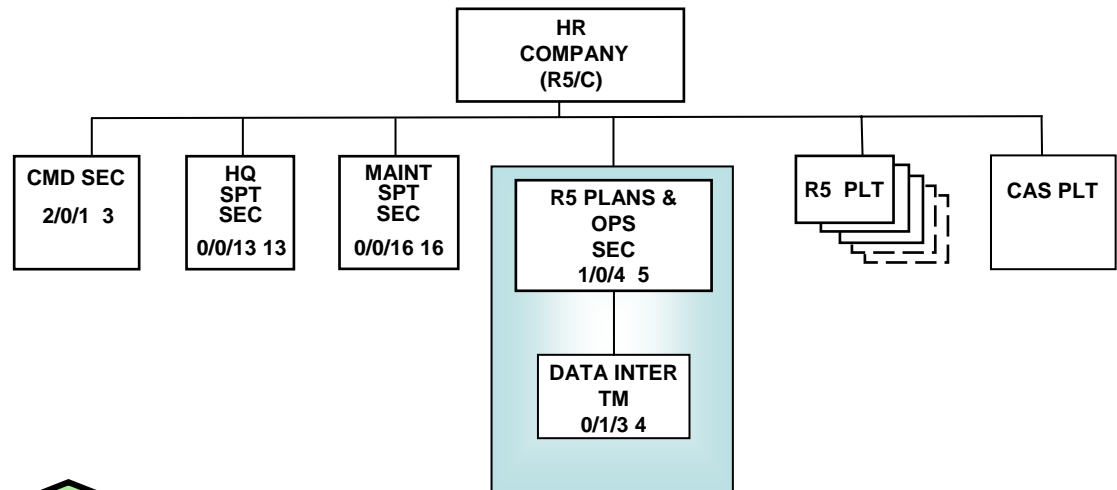


O5 42B DIRECTOR  
O4 42B DEP DIRECTOR  
W3 420A PER TECH  
E9 42A TM SGM



O3 42B OPS CHIEF  
E7 42A NCOIC  
E7 88N TRANS NCOIC  
E5 88N TRANS NCO  
E5 42AF5 HR SGT  
E4 42AF5 HR SPC

## HR COMPANY (R5/C)



**CURRENTLY LABELLED:  
PERSONNEL PROCESSING CENTER  
IN CFLCC-FWD**



# HR COMPANY (R5-C)

## (INTER-THEATER R5 TG CENTER)

-CASUALTY PLT TO'd AWAY  
 -R5 PLTS ROA 4/TG R5 CNTR  
 -R5 PAT ROA 2 OR 3/PLT  
 -12 R5 PAT TO A TG R5 CNTR  
 -600 PAX/DAY FLOW FOR  
 ADDTN'L R5 PAT

HR  
COMPANY  
(R5-C)

CMD SEC

2/0/1 3

CDR 04 42H  
 XO 02 42B  
 1SG E8 42A

HQ  
SUPPORT  
SEC

0/0/13 13

SUP SGT  
 CHEM OPS NCO  
 AUTO LOG SGT  
 ARMORER  
 SIG SUP SYS SPEC  
 HR SGT  
 SR FIRST COOK  
 COOK  
 COOK  
 COOK

E7 92Y  
 E6 74D  
 E5 92A  
 E4 92Y  
 E4 25U (2)  
 E5 42A  
 E7 92G  
 E5 92G  
 E4 92G(2)  
 E3 92G(2)

MAINT  
SUPPORT  
SEC

0/0/16 16

MOTOR SGT  
 SR MECHANIC  
 LT WHL VEH MECH  
 LT WHL VEH MECH  
 LT WHL VEH MECH  
 PWR-GEN EQUIP REP

E7 63X  
 E6 63B  
 E5 63B (3)  
 E4 63B (4)  
 E3 63B (4)  
 E4 52D (3)

R5 PLANS &  
OPS  
SEC  
1/0/4 5

TM LDR O3 42B  
 NCOIC E7 42A  
 TRANS NCO E6 88N  
 HR SGT E5 42A  
 HR SPC E4 42A

DATA INTEGRATION  
TM  
0/1/3 4

HR TECH W2 420A  
 HR SYS SGT E5 42F  
 HR SYS SPC E4 42 F  
 HR SPC E4 42A

R5 PLT  
W/3 R5 PAT

1/0/25 26

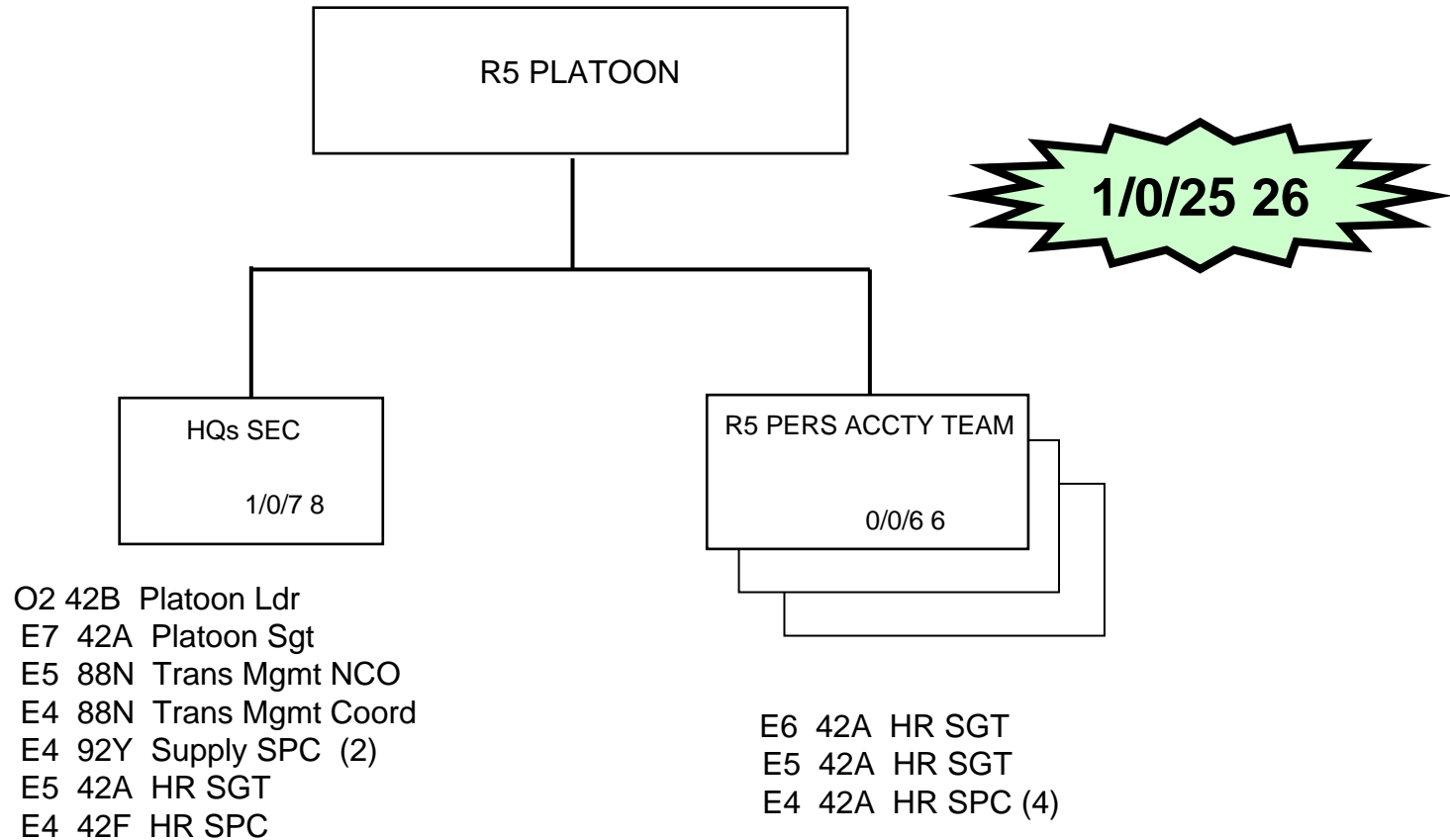
CAS PLT  
W/6 CLTs

1/0/31 32

177 PAX



# R5 PLATOON



# R5 RULES OF ALLOCATION

## SRC 12 R5 STRUCTURES

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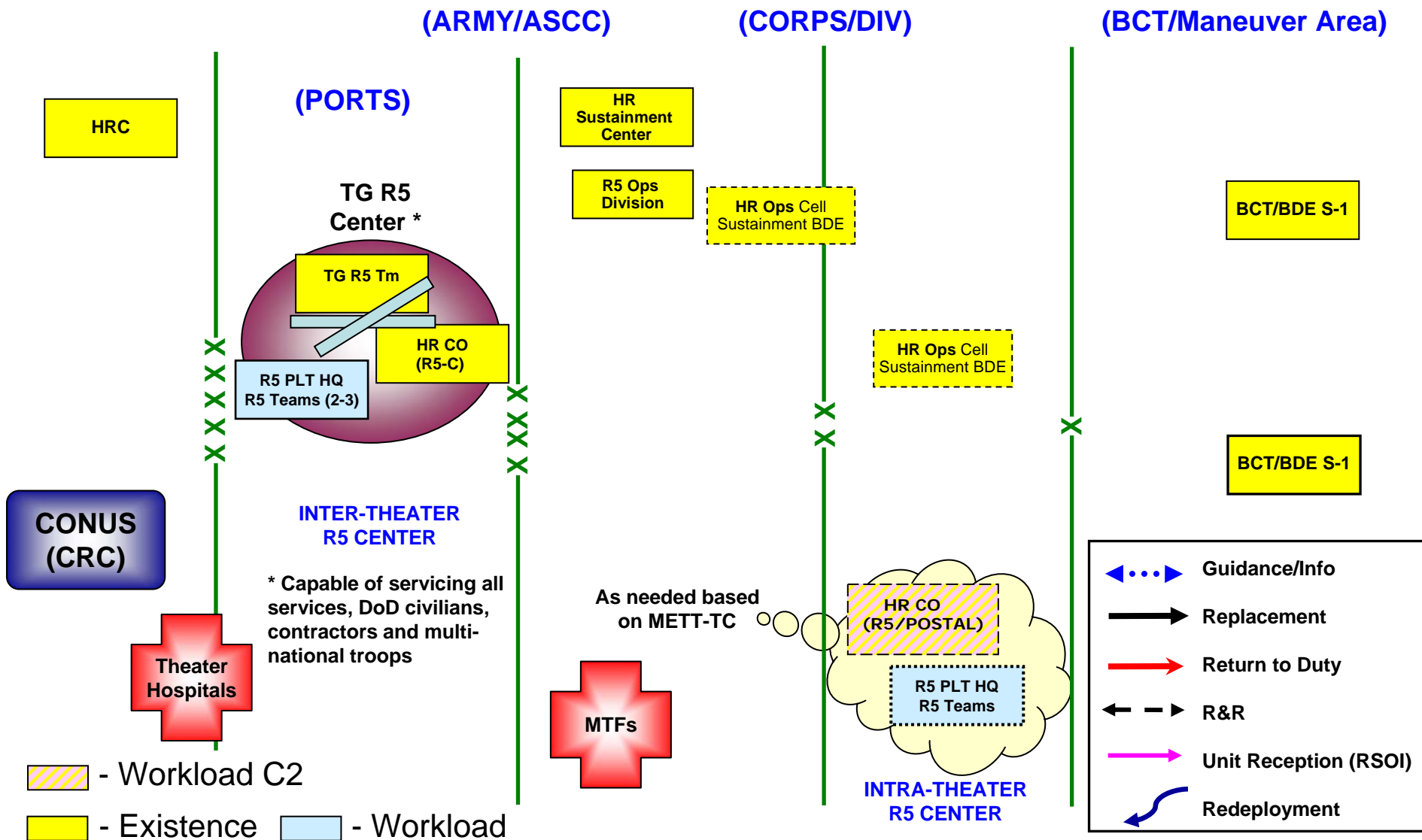
- TG R5 TM
  - 1 PER THEATER OPENING MODULE
  - 1 PER THEATER APOD GREATER THAN 1
- HR COMPANY HQs (R5)
  - 1 PER TG R5 TM
  - 1 PER 2-6 PLATOONS BEYOND TG R5 CENTER
- HR COMPANY PLANS AND OPS TM
  - 1 PER TG R5 TM
  - 1 PER HR COMPANY W/1 R5 PLT (BEYOND HR CO SUPPORTING TG R5 TM)
- R5 PLATOON HQs
  - 4 PER TG R5 TM
  - 1 PER 2 R5 PAT<sub>m</sub> BEYOND TG R5 TM SUPPORT
- R5 PERSONNEL ACCOUNTING TM (R5 PAT<sub>m</sub>)
  - 12 PER TG R5 TM
  - 1 PER DAILY PAX FLOW OF 600

# R5 STRUCTURE ALLOCATIONS

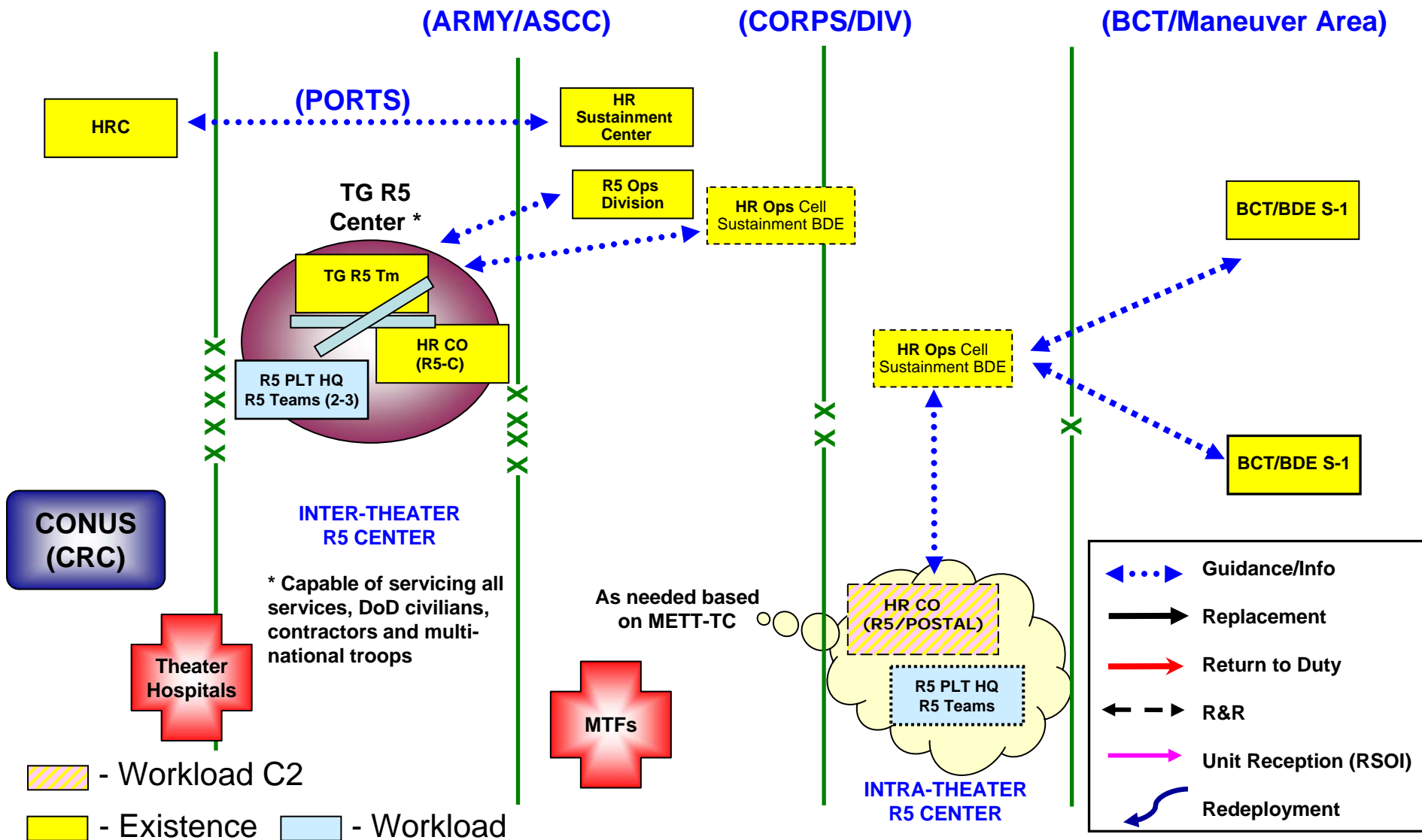
## BY COMPONENT, TAA 08-13

UNIT	COMPO 1 (AC)		COMPO 2 (ARNG)		COMPO 3 (USAR)		TOTAL UNITS
	# UNITS	PAX/UNIT	# UNITS	PAX/UNIT	# UNITS	PAX/UNIT	
HRSC	2	83	0	0	2	83	4
TG R5 TM	2	10	1	10	2	10	5
HR CO HQs	5	32	2	32	15	32	22
R5 PL/OPS TM	3	9	2	9	3	9	8
R5 PLT HQ	9	8	2	8	9	8	20
R5 PA TM	28	6	8	6	26	6	62

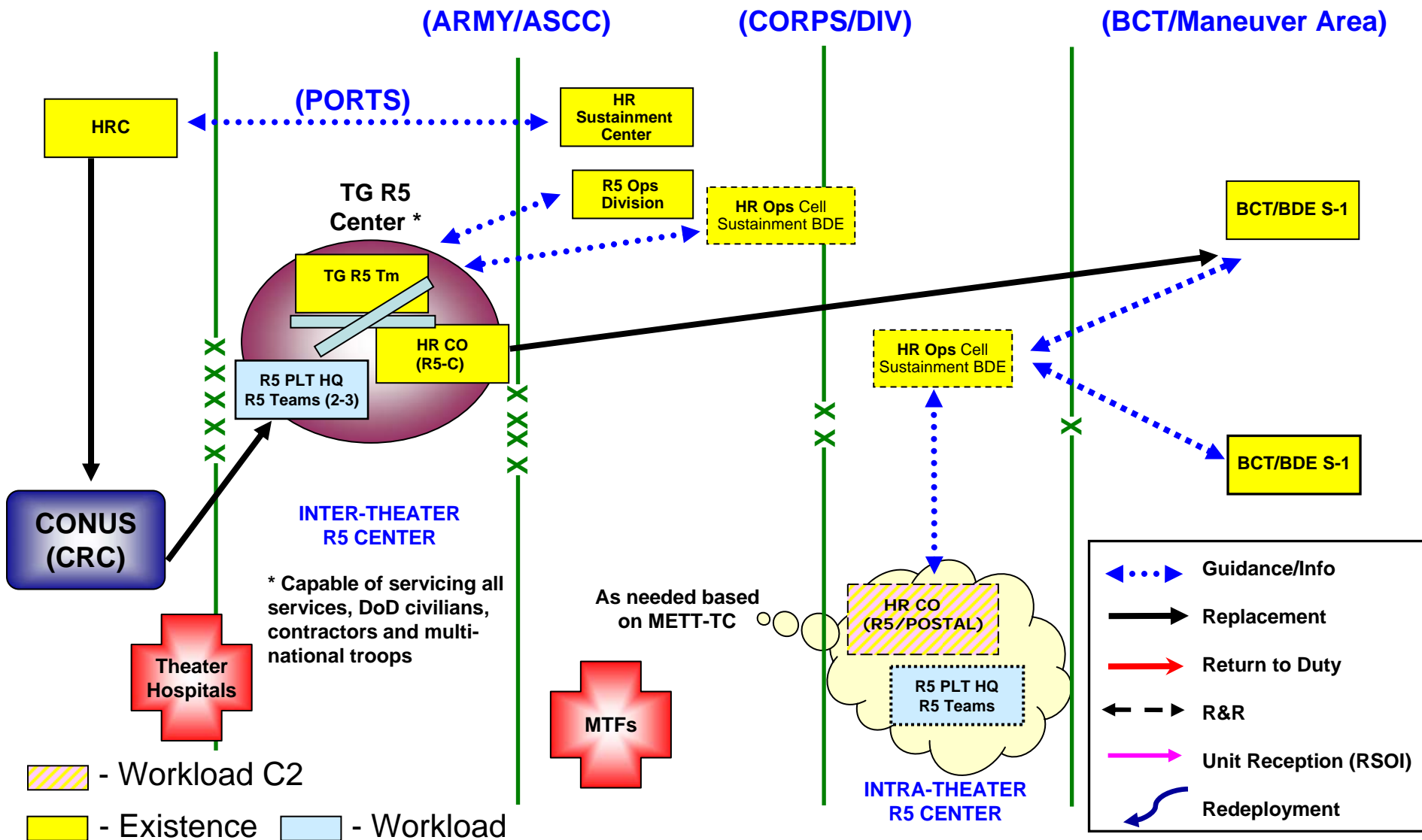
# R5 FLOW IN DEPLOYED THEATER (1 of 7)



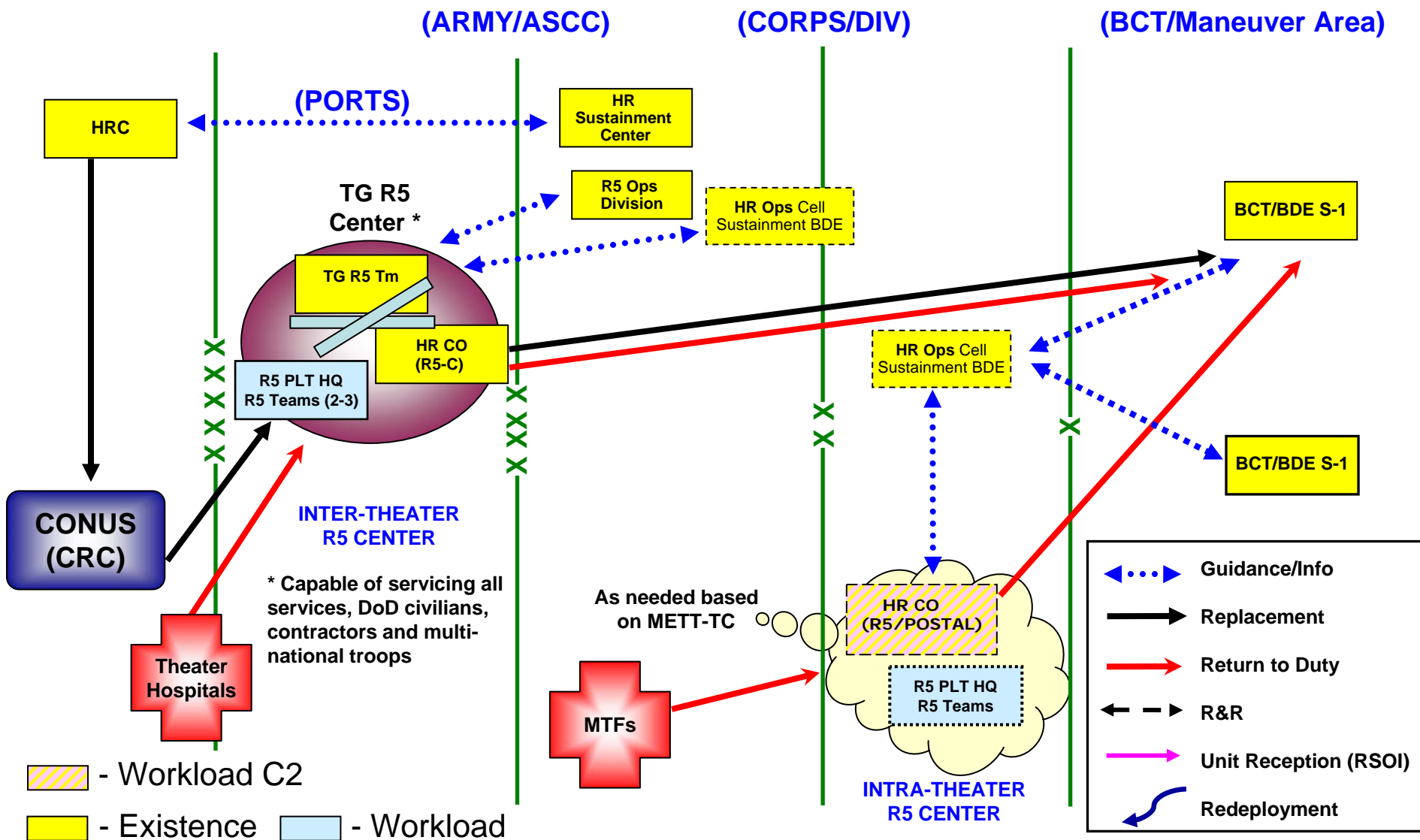
# R5 FLOW IN DEPLOYED THEATER (2 of 7)



# R5 FLOW IN DEPLOYED THEATER (3 of 7)

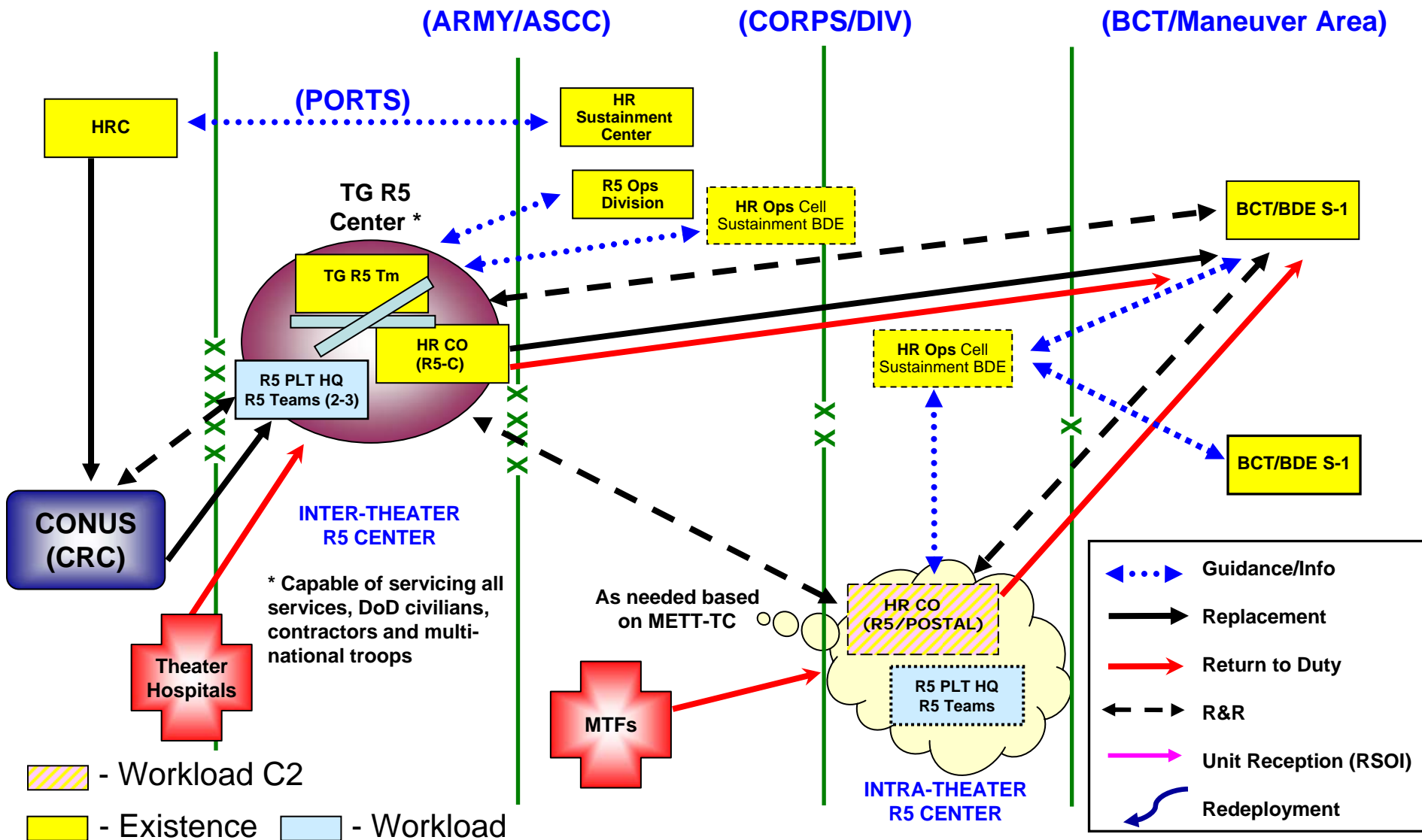


# R5 FLOW IN DEPLOYED THEATER (4 of 7)

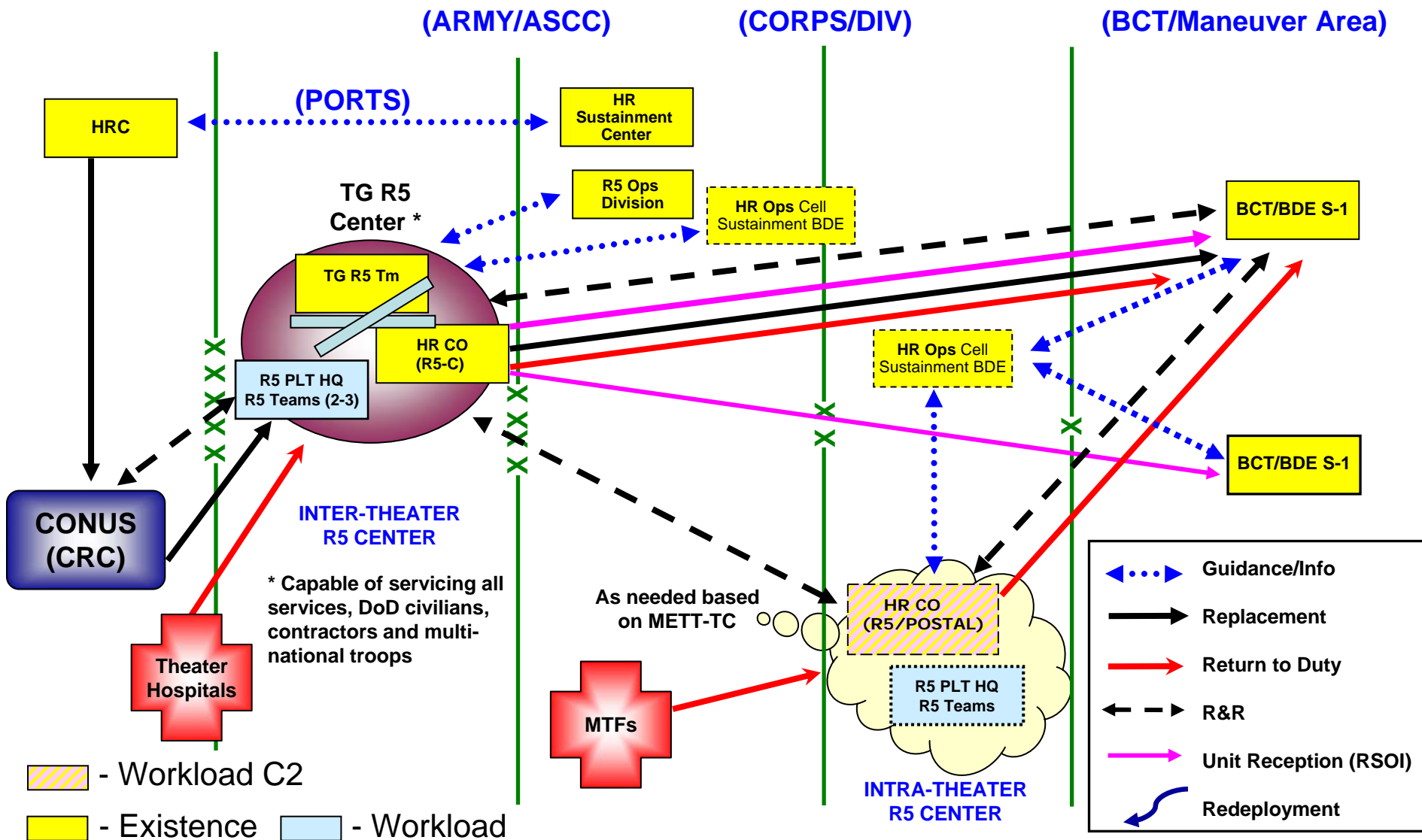




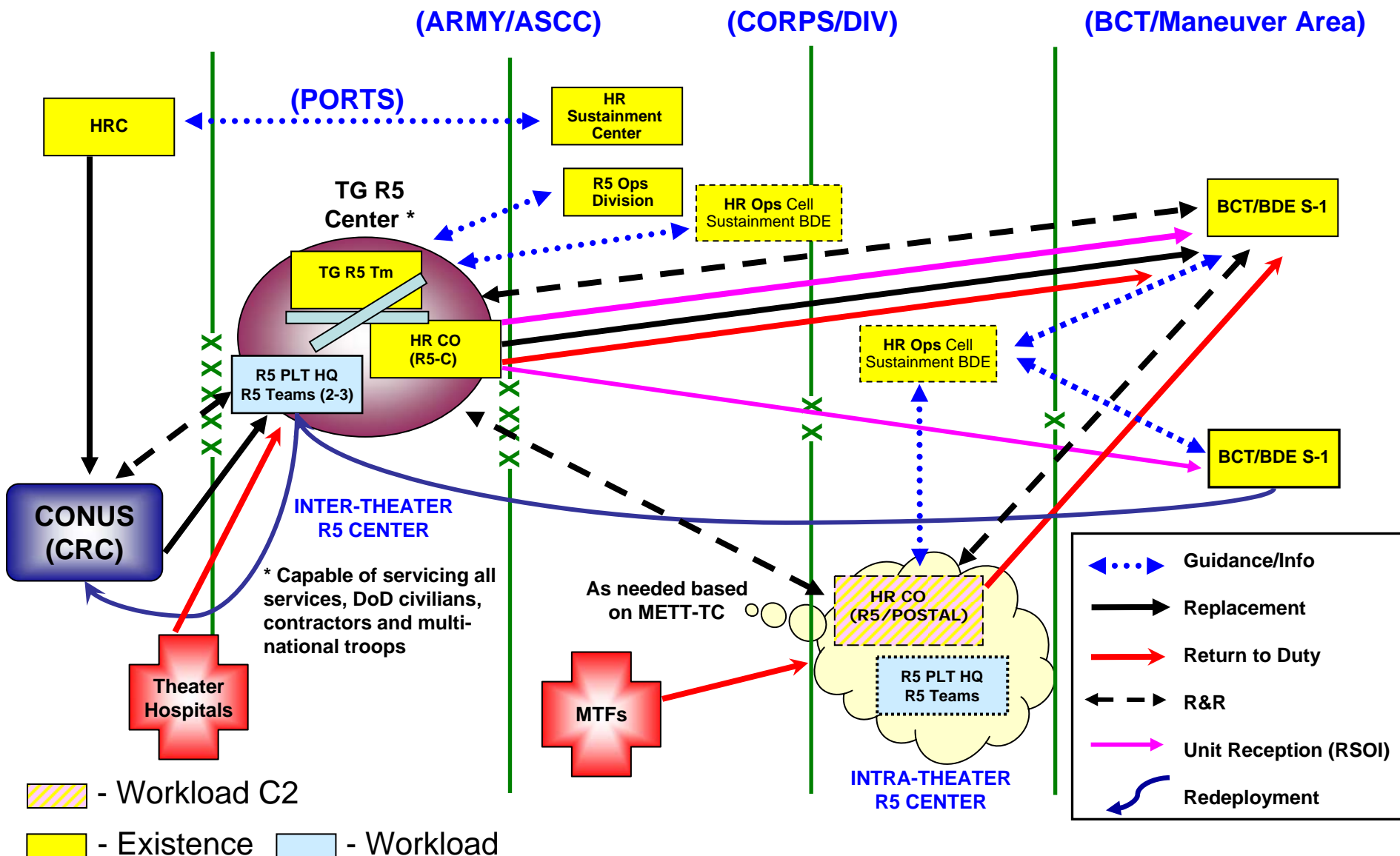
# R5 FLOW IN DEPLOYED THEATER (5 of 7)



# R5 FLOW IN DEPLOYED THEATER (6 of 7)



# R5 FLOW IN DEPLOYED THEATER (7 of 7)



# R5 Operations Management Responsibilities

(1 of 2)

<b>R5 OPERATIONS MANAGEMENT</b>					
<b>FUNCTION / TASK</b>	<b>RESPONSIBLE AGENCY</b>				
	<b>Battalion</b>	<b>Brigade</b>	<b>Division</b>	<b>Corps</b>	<b>Army/ASCC</b>
Soldier Readiness	S-1	S-1	G-1	G-1	G-1
Training	S-3	S-3	G-3	G-3	G-3
Equipping	S-4	S-4	Sust Bde	Sust Bde	Sust Bde
Reception / In-processing	S-1	S-1	G-1	R5 Plt	TG R5
Accountability	S-1	S-1	G-1	R5 Plt	TG R5
Support	HHC	HHC	Sust Bde	Sust Bde	Sust Bde
Command and Control	S-1	S-1	G-1	HR Co	TG R5
Transportation	S-4	S-4	Sust Bde	MCT	MCT
Coordination / Reconciliation	S-1	S-1	G-1	G-1	HRSC

# R5 Operations Management Responsibilities

## (2 of 2)

<b>R5 OPERATIONS MANAGEMENT RESPONSIBILITIES</b>								
<b>FUNCTION / TASK</b>	<b>RESPONSIBLE AGENCY</b>							
	<b>BN S-1</b>	<b>BDE S-1</b>	<b>DIV G-1</b>	<b>CORPS G-1</b>	<b>ASCC G-1</b>	<b>HRSC</b>	<b>HR CO</b>	<b>R5 PLT</b>
Conduct R5 Operations	X	X	X	X	X	X	X	X
Prepare R5 Policies			X	X	X	X		
Execute R5 Policies	X	X					X	X
Conduct Personnel Reception Operations	X	X				X	X	X
Manage Personnel Reception Operations			X	X	X	X		
Conduct Personnel Redeployment Operations	X	X					X	X
Manage Personnel Redeployment Operations			X	X	X	X		
Manage Replacements	X	X	X	X	X	X		
Operate Joint Replacement Center						X		X
Inprocess Personnel	X	X					X	X
Coordinate Feeding, Billeting, and Onward Transportation For Intransit Personnel	X	X					X	X
Provide and Coordinate Training							X	X
Process RTD Personnel	X	X						X
Manage R&R Program	X	X	X	X	X	X		
Process R&R Personnel	X	X						X

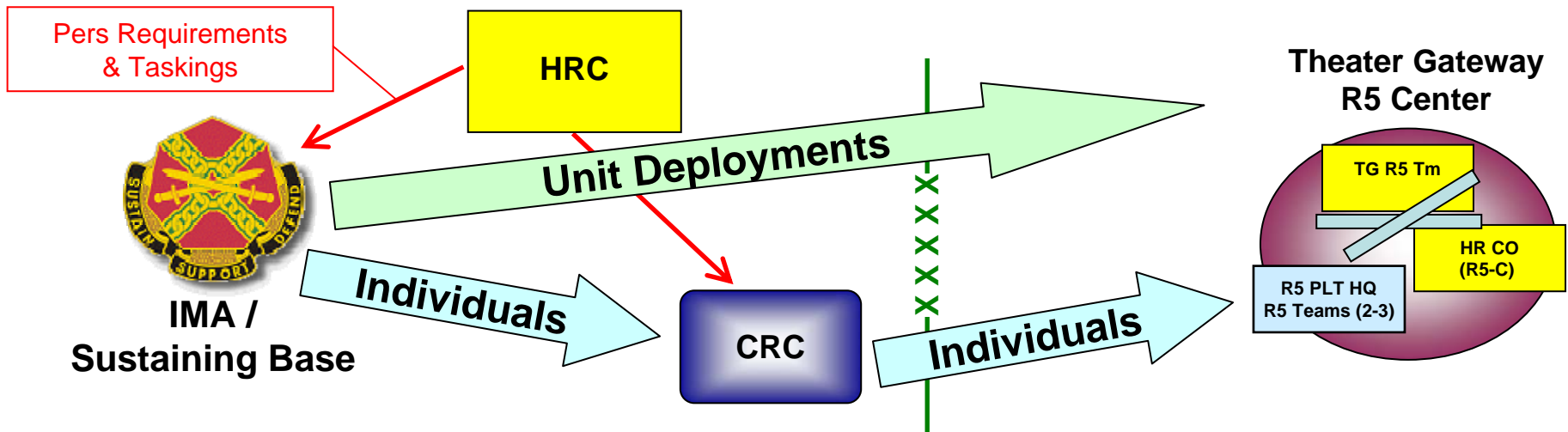
# R5 OPERATIONS MANAGEMENT RESPONSIBILITIES

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- Installation Management Agency (IMA) and Sustaining Base
- CONUS Replacement Centers (CRCs)
- Army / Army Service Component Command (ASCC) G-1
- Corps / Division G-1
- Brigade / BCT S-1
- Battalion S-1
- Arrival / Departure Airfield Control Group (A/DACG)

# INSTALLATION MANAGEMENT AGENCY (IMA) and SUSTAINING BASE

- IMA must equip, train, and ship Soldiers and civilians unable to deploy with units and those reporting after their units deploy
- IMA serves as mobilization stations, power projection platforms, and demobilization stations for all Army components
- The sustaining base installation issues orders, prepares Soldiers and civilians for deployment and coordinates transportation to the Conus Replacement Center (CRC) or point of embarkation (POE)
- In early stages of deployment, IMA / sustaining base replacement operations managers focus their efforts in the following areas:
  - ✓ Supporting CRC operations and an interim replacement channel
  - ✓ Accounting for personnel as they pass through the replacement system





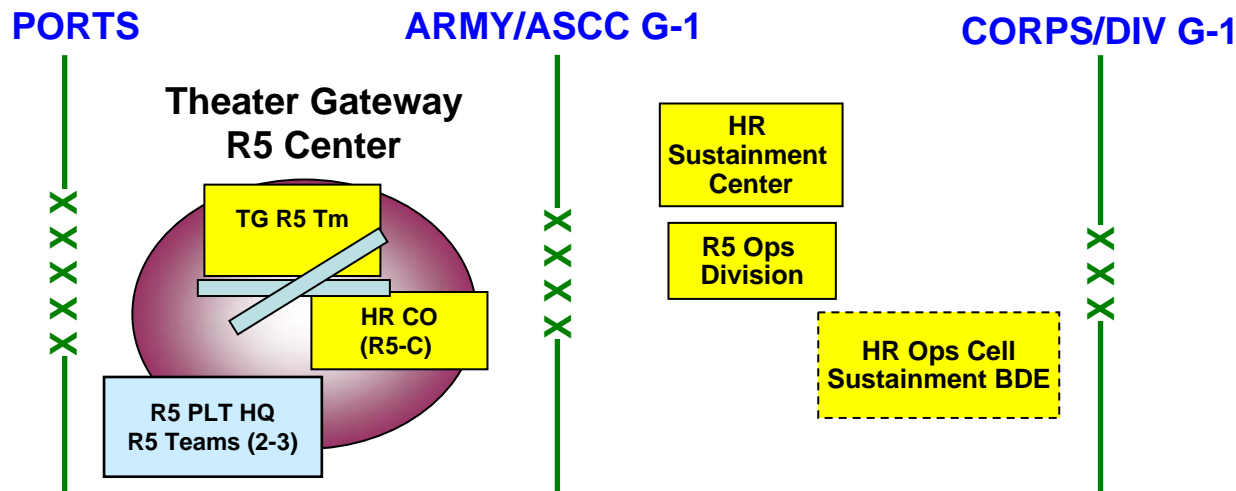
# CONUS Replacement Centers (CRCs)

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- FORSCOM establishes replacement units to support CRC operations in coordination with TRADOC and Army G-4 guidance, and required R5 units early to support the deploying force
- CRC Installation Commanders ensure the CRC is operational at least ten days prior to individual replacement personnel flow beginning
- HRC will control the flow of replacement personnel flow through the CRCs to the theater

# Army / Army Service Component Command (ASCC) G-1

- Develop HR theater deployment and redeployment plans
- Ensure adequate R5 assets are available to execute surge flow support
- Establish the deployed theater personnel database
- Provide technical direction to R5 units as they execute theater R5 ops
- Establish theater replacement and casualty shelves
- Operate the theater R5 personnel accountability reporting network (currently DTAS on SIPR)
- Coordinate with Army/ASCC G-6 for sufficient SIPR connectivity
- Coordinate with Army/ASCC G-4 and Movement Control elements to establish systemic and surge transportation requirements



# Corps / Division G-1

- Supervise PASR within the Corps/Division AOR/JOA
- Determine fill priorities for subordinate units
- Coordinate with supporting Sustainment Brigade SPO HR Ops Cell for intra-theater APOE/APOD R5 team/platoon support, if required
- Coordinate movement of transiting Soldiers from subordinate units to/from intra-theater APOE/APOD
- Determine replacement call forward priorities if strategic lift is constrained
- Determine allocations for R&R opportunities for subordinate units
- Provide technical guidance to HR Company operating intra-theater APOE/APOD R5 Center (if tasks organization directs)
- Provide theater R5 guidance for AOR/JOA when serving as ARFOR G-1

## ARMY/ASCC G-1



HR  
Sustainment  
Center

R5 Ops  
Division

HR Ops Cell  
Sustainment BDE

## CORPS/DIV G-1



Inter-Theater  
APOE/APOD

TG R5 Tm

R5 PLT  
R5 Teams (2-3)

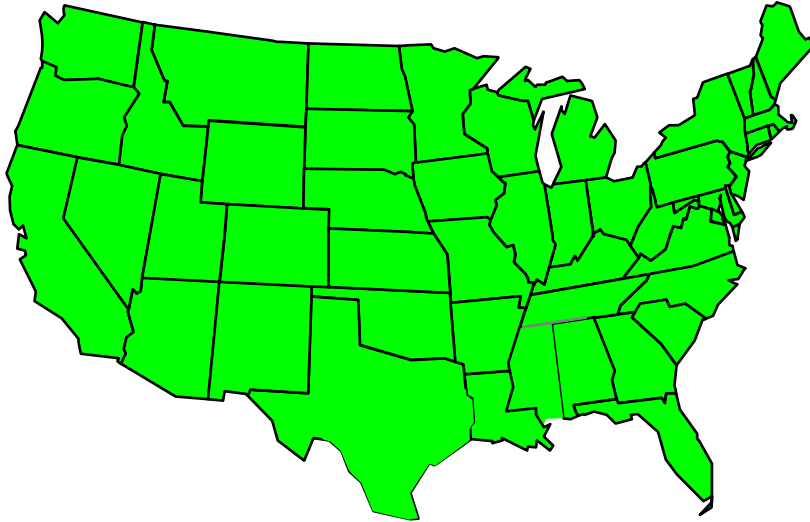


## (BCT/Maneuver Area)

BCT/BDE S-1

BCT/BDE S-1

# Brigade/BCT S-1 R5 TASKS (1 of 3)

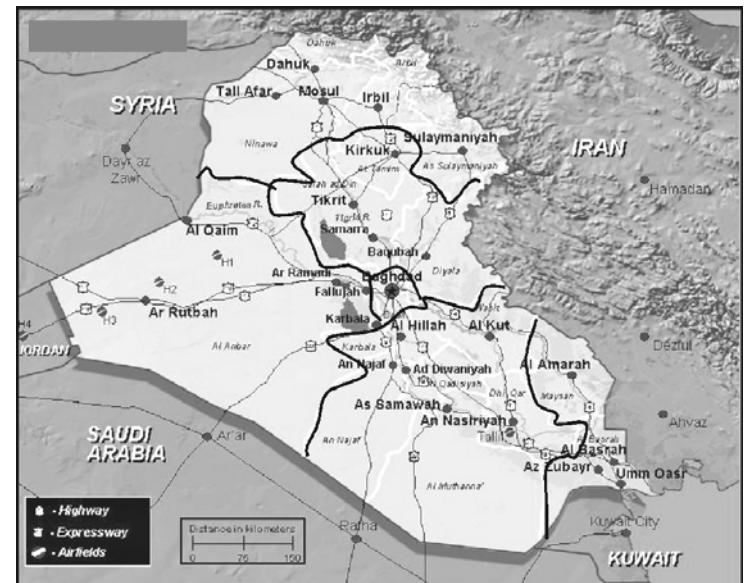
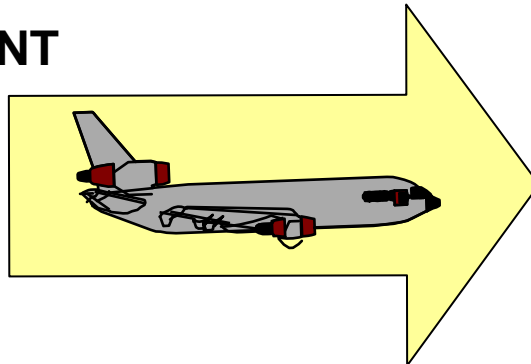


## DURING MAJOR COMBAT OPERATIONS

- Track RTDs
- Replacement Ops
  - ✓ Casualty Shelf
  - ✓ Replacement Shelf
- DTAS Personnel Accountability

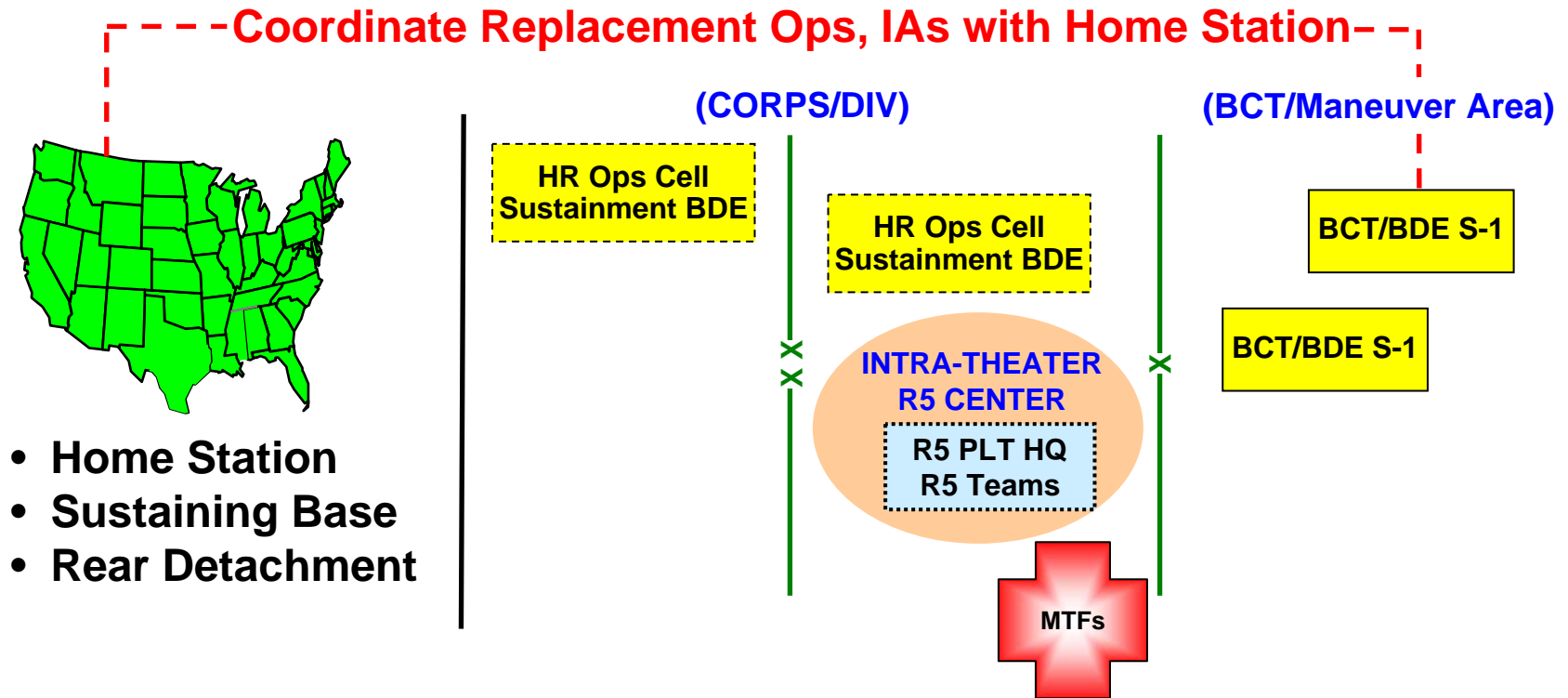
## DURING DEPLOYMENT

- Manifesting
- Cross-Leveling
- PASR
- Passenger Flow



# Brigade/BCT S-1 R5 TASKS (2 of 3)

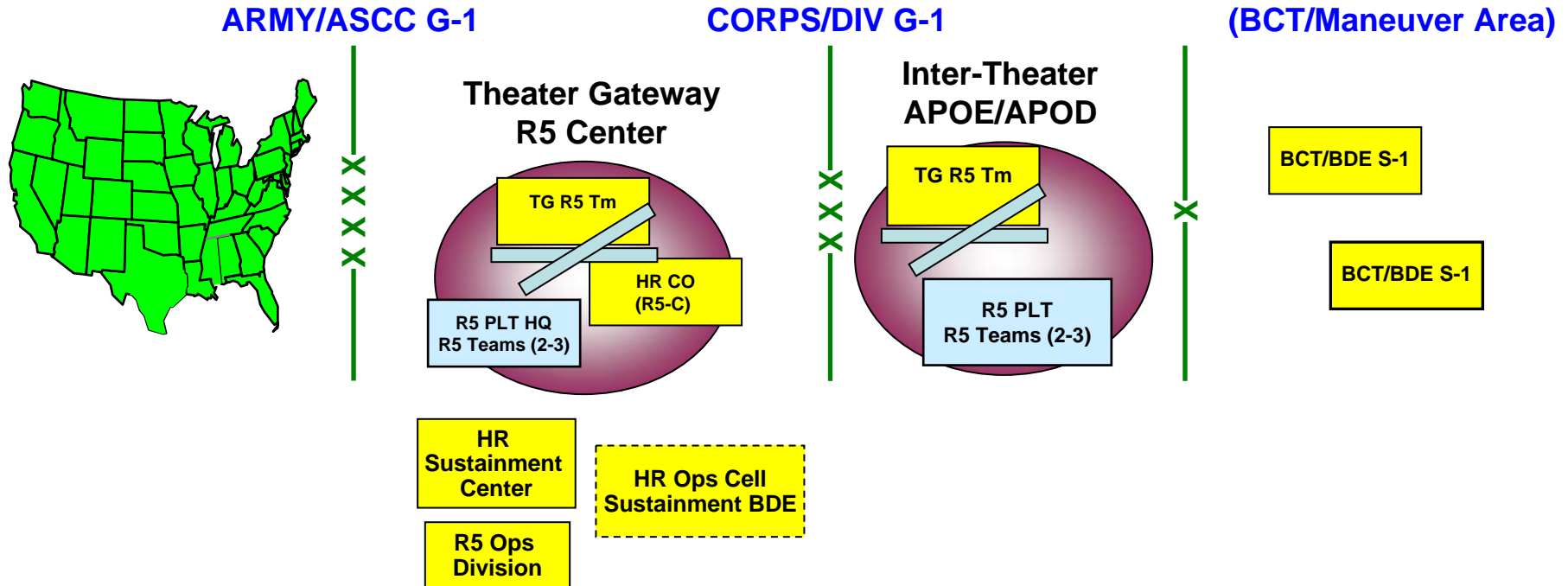
## SUSTAINMENT OPERATIONS



- R&R Breakdown, Allocation & Management
- Coordinate R&R Transportation Support
- Coordinate R&R Life Support
- Track RTDs, R&R and Replacement Soldiers
- Ensure DTAS accuracy

# Brigade/BCT S-1 R5 TASKS (3 of 3)

## REDEPLOYMENT OPERATIONS



- Manifesting
- Ensure DTAS accuracy
- Coordinate Inter-Theater Transportation
- Provide S-1 assets to support R5 Teams

# Battalion S-1 R5 Tasks

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- Conduct PASR
- Coordinate battalion orientation requirements
- Coordinate equipment, ammunition, and transportation with the Battalion S-4
- Make allocation decisions for incoming replacements and R&R opportunities
- Execute initial DTAS status prior to each Soldier movement
- Coordinate meals and lodging



# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (1 of 8)

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## *Receive Deployment (Inbound) Personnel*

- Retrieve flight manifest
- Arrive personnel to database using TPS/DTAS-scan ID card when possible
- Enter destination, mission number and reason for travel in database
- Coordinate Transportation - Create new flight manifest to include destination, reason for travel and mission number

# THEATER GATEWAY R5 CENTER CONCEPTUAL SKETCH - INBOUND

## HR (R5) CO HQs

1. COORDINATES PLTs
2. INTEGRATES DTAS DATA
3. ENSURES 100% BY NAME UNIT ACCTY
4. PASSES DATA TO ARMY/ASCC G-1 PASR TM
5. ENSURE REPLACEMENTS ARE PINPOINTED

## R5 PLT HQs

1. COORDINATES TMs
2. COORDINATES ONWARD MVMNT
3. ENSURES PAX CONTROL

## R5 PA TM RECEIVES PAX FROM MCT

1. INPUTS PAX INTO THEATER DATABASE (DTAS)
2. CONDUCT INITIAL BRIEFINGS
3. ENSURE 100% BY NAME CHALK ACCT'Y
4. PROVIDE TRANSIENT HOLDING AS REQUIRED W/SUPPORT FROM CSSB

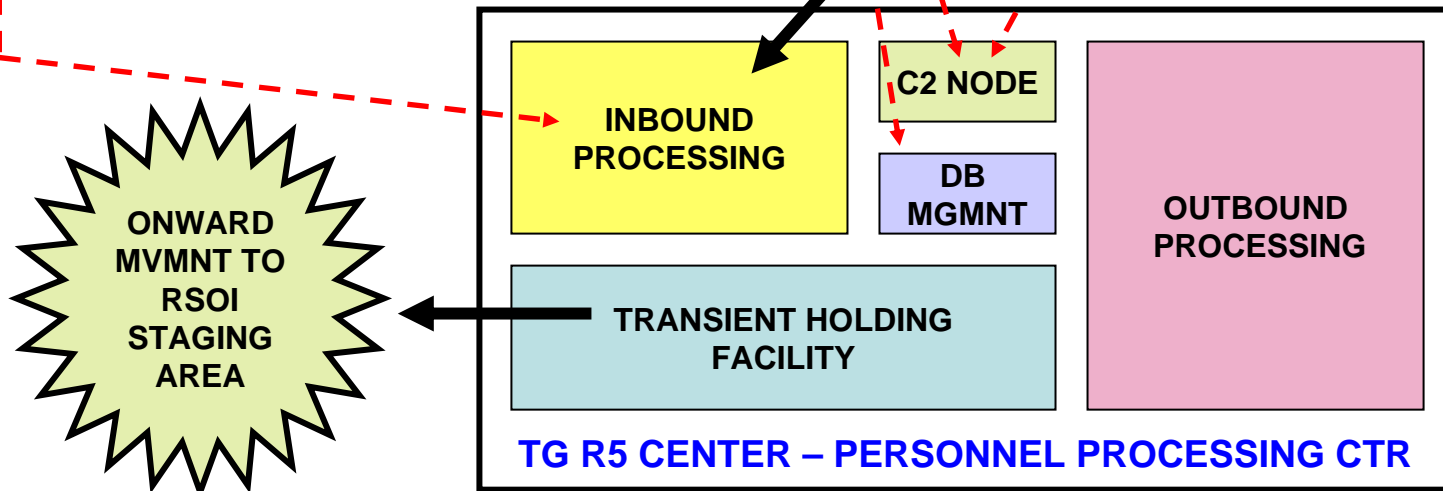
## A/DACG OR MCT

1. MEETS ACFT
2. OFFLOADS BAGGAGE
3. MOVES PAX TO PPC

INTER-THEATER  
APOD

## TG R5 TM

1. COORDINATE TG R5 CENTER ACTIONS
2. COORDINATE W/ SPTING SUST BDE (TO)
3. COORDINATE W/ A/DACG OR MCT
4. ENSURE ONWARD MOVEMENT TO RSOI STAGING AREA



# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (2 of 8)

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## *Processing Redeployment (Outbound) Personnel*

- Required documents
  - Letter of release from O5 or Higher
  - TCS orders
  - HR briefing/accountability
- Customs
- Lock down personnel before flight
- Create manifest
- Edit/delete personnel from manifest as required
- Track SPACE A Program

# THEATER GATEWAY R5 CENTER CONCEPTUAL SKETCH - OUTBOUND

REDEPLOYMENT  
STAGING AREA  
OR APOD  
(CSSB/MCT)

## TG R5 TM

1. COORDINATE TG R5 CENTER ACTIONS
2. COORDINATE W/ SPTING SUST BDE (TO)
3. COORDINATE W/ A/DACG OR MCT
4. ENSURE CONTROLLED FLOW IN & OUT

## HR (R5) CO HQs

1. COORDINATES PLTs
2. INTEGRATES DATA
3. ENSURES 100% BY NAME UNIT ACCTY
4. PASSES DATA TO ARMY/ASCC  
G-1 PASR TM

## A/DACG OR MCT

1. RECEIVES CHALK @PPC
2. LOADS BAGGAGE
3. LOADS PAX

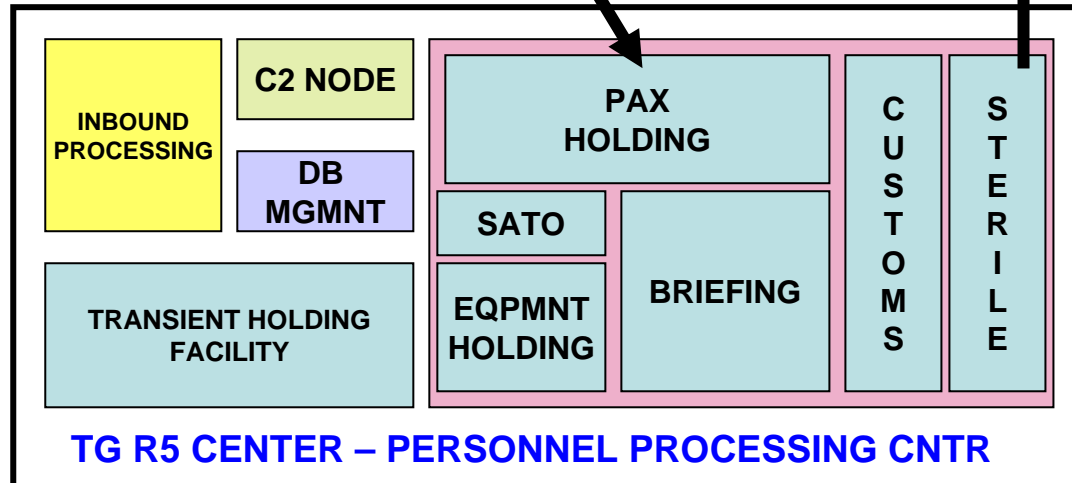
INTER-THEATER  
APOD

## R5 PLT HQs

1. COORDINATES TMs
2. COORDINATES MVMNT TO ACFT
3. MAINTAIN CHALK SEPARATION
4. ENSURES PAX CONTROL

## R5 PA TM RECEIVES PAX - MCT/CSSB

1. REMOVES PAX FROM THEATER  
DATABASE/REFLECT R&R STATUS
2. CONDUCT FINAL BRIEFINGS
3. STORE R&R EQUIPMENT
4. ENSURE 100% BY NAME CHALK ACCT'Y
5. ENFORCE CUSTOMS POLICIES
6. HAND CHALK OVER TO MCT



TG R5 CENTER – PERSONNEL PROCESSING CNTR

# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (3 of 8)

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## *Conduct PASR Functions*

- Required Documents
  - Space Roster
  - Mission Flight Memo for Purpose - standard name line data
    - Mission, SNL, Gender, Unit, Final Destination
  - ID Card
  - ID Tags
  - Identification Card
- Edit/delete personnel from manifest as required
- Update Theater Database

# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (4 of 8)

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## *Processing Emergency Leaves*

- Required documents
  - DA Form 31
  - TCS Orders
  - Red Cross Message
  - Letter of Release (O5 or above)
  - Identification Card
- Edit/delete personnel from manifest as required
- Update Theater Database

# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (5 of 8)

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## *Processing R&R Leave*

- Required Documents
  - DA 31
  - TCS Order
  - DCS Briefing
- Processing Requirements
  - HR brief 3 hours prior
  - Units maintain accountability
  - Edit/delete personnel from manifest as required
  - Send TPS files to MNC-I
  - Update Theater Database



# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (6 of 8)

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## *Processing R&R Passes (Qatar Pass)*

- Required Documents
  - DA Form 31
  - Pre-manifest (C-1 Manifest) from Task Force Programs Manager
- Housing Requirements
- Edit/delete personnel from manifest as required
- Notify Qatar of number of personnel on pass
- Update Theater Database

# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (7 of 8)

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## *Manifest and Stats*

- Created from the arrival rosters and final outbound manifests
- TPS file is exported to an excel spreadsheet, and the data rolled up and labeled as “In & Outbound Stats (date: DDMMYY)”
- In & out-bound stats are rolled up and e-mailed via SIPRnet to the HRSC/HR Co CDR, HR OPs Chief/Technician and a courtesy copy to the A/DACG NCOIC
- Stats and manifests are filed for one year

# Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks (8 of 8)

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## *Interim Billeting/Feeding Requirements*

- Billeting/feeding capability of 100-200 personnel
  - Be prepared to surge higher
- Contracting skills/management are required
- Soldiers have priority over other transiting personnel
- Each Civilian must have a CAC card
- Males and females assigned separately

# INTRA-THEATER APOE/APOD OPS CONCEPTUAL SKETCH

## R5 PLANS/OPS TM

1. COORDINATES PLT/R5 PA Tms
2. INTEGRATES DTAS DATA
3. COORDINATES TRANS W/MCT
4. PASSES DATA TO ARMY/ASCC G-1 PASR TM
5. KEEPS UNITS INFORMED OF SOLDIER LOCATION

## R5 PLT HQs

1. COORDINATES TMs
2. COORDINATES ONWARD MVMNT
3. ENSURES PAX CONTROL

## R5 PA TM RECEIVES PAX FROM MCT

1. INPUTS PAX INTO THEATER DATABASE (DTAS)
2. CONDUCT INITIAL BRIEFINGS
3. ENSURE 100% BY NAME CHALK ACCT'Y
4. PROVIDE TRANSIENT HOLDING AS REQUIRED W/SUPPORT FROM CSSB

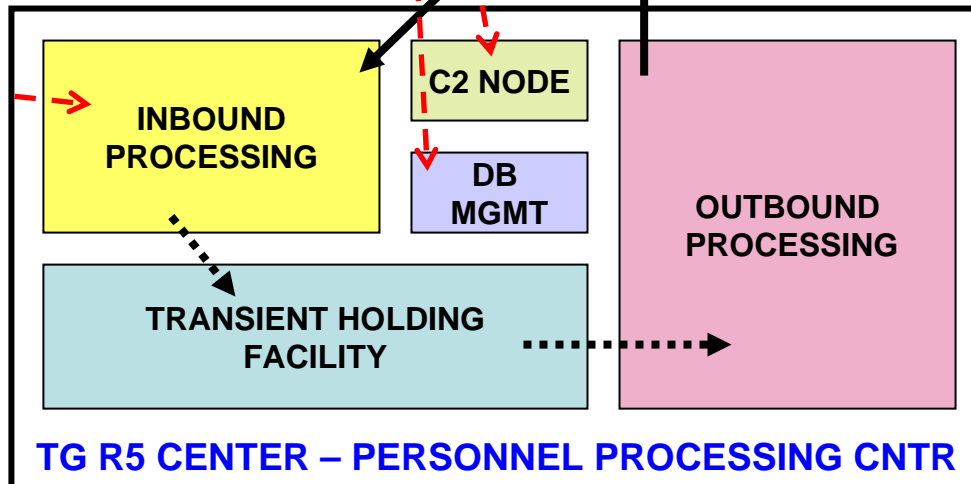
## A/DACG OR MCT

1. MEETS ACFT
2. OFFLOADS BAGGAGE
3. MOVES PAX TO PPC

INTER-THEATER  
APOD

## R5 PA TM – OUTBOUND MOVEMENT

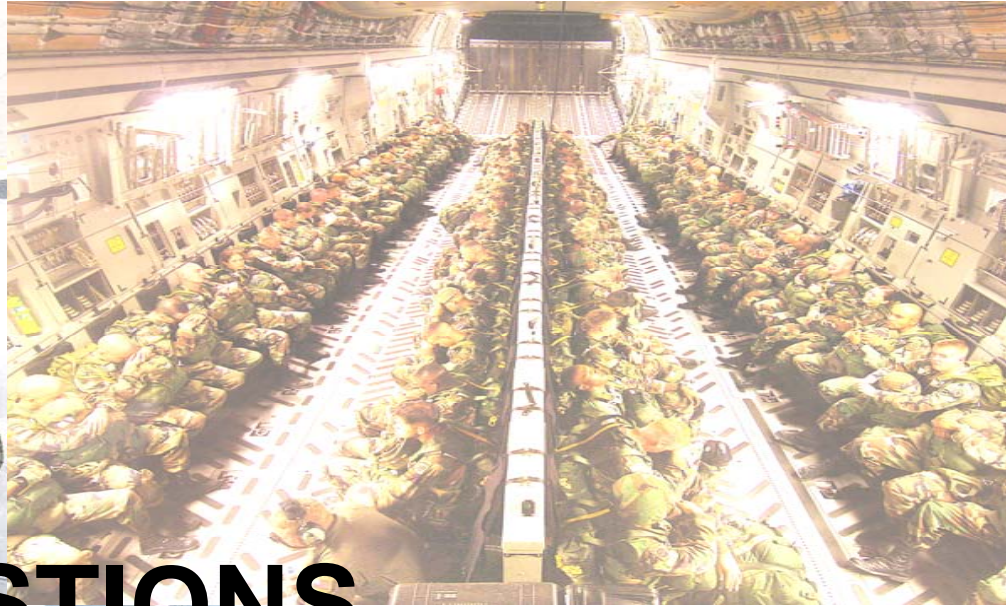
1. PUTS C130 CHALKS TOGETHER
2. COORDINATES MANIFEST
3. ENSURES STATUS IN DTAS CHANGED
4. TURNS CHALK OVER TO MCT FOR LOADING



ASSUME PAX FLOW: **1300/DAY**  
ROA GENERATES:

- 3 R5 PATm
- 1 R5 PLT HQs
- 1 R5 PLOPs

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**QUESTIONS**



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**BACK-UP**



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